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21 March 1980

MEMORANDUM FOR: Chief, CRD

SUBJECT : Revision of Draft Chart on "Historical Development of CIA"

REFERENCE : Memo for [REDACTED] 18 Mar 80, sub: Matrix History of CIA.

STATINTL

STATINTL

Don:

1. Forwarded per your request of 19 March 1980 is a suggested revision of the referenced "Matrix" from [REDACTED]

STATINTL

2. Because of the numerous sins of commission (and omission), errors in fact, and misplacements of information, I found it best to prepare a new chart (with a new title).

STATINTL

3. [REDACTED] "Major Observations" segment was so misleading and repititious that it is best omitted.

STATINTL

O&I - Adse
2 - JBP
1 - HS Chrono

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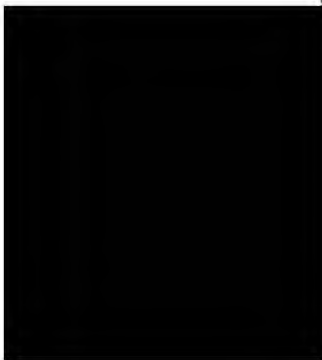

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EVOLUTION OF CIA

DATE	GENERAL & COORDINATION	CLANDESTINE COLLECTION & COVERT ACTION	INTELLIGENCE PRODUCTION	SCIENTIFIC & TECHNICAL
WWII 1945	<u>OSS</u>	<u>OSS</u>	<u>OSS</u>	<u>OSS</u>
	<p>Antecedents to CIA:</p> <p>Organizational Precedents for:</p> <p>Clandestine Collection Clandestine Operations Analysis and Estimates</p> <p>Provided initial Cadre of Intelligence Officers--1/3 of CIA Personnel in 1947 from OSS</p> <p>Institutional Problems:</p> <p>Resistance from Old Line Agencies Difficult to Sell Analyses and Opinions Dominated by Clandestine Ops</p>	<p>Clandestine Collection Clandestine Operations</p>	<p>Prepared Analyses and Made Estimates--Few Concurrences</p>	<p>Myriad of Technical Devices for Clandestine and Paramilitary Ops</p>

DATE

	GENERAL & COORDINATION	CLANDESTINE COLLECTION & COVERT ACTION	INTELLIGENCE PRODUCTION	SCIENTIFIC & TECHNICAL
1946-1947	<u>CIG</u>	<u>CIG</u>	<u>CIG</u>	
STATINTL	<p>Part of Postwar Reorganization of Executive Departments:</p> <p>No Dept. Willing to Give Up Intel. Functions, Budget or Personnel</p> <p>Coordination of Analysis and Dissemination was Max Depts. would Concede</p> <p>Depts. Controlled Product</p> <p>Theory of CIG:</p> <p>Small Staff--Personnel and Money from State, Army, and Navy</p> <p>Assemble and Review Raw Data from Dept. Collection Efforts</p> <p>Produce Objective NIEs</p> <p>Institutional Resistance Made Attempts to Implement Futile:</p> <p>Depts. Guarded Raw Data</p> <p>Depts. Protected Prerogatives to Provide Policy Guidance to President and to Produce Intelligence Particular to Own Needs</p>	<p>Conduct Independent Clandestine Collection</p> <p>Office of Special Operations (OSO/ Establ.)</p> 	<p>Conduct Independent Research and Analysis "not carried out by other departments."</p> <p>Office of Reports and Estimates (ORE) Established:</p> <p>Made CIG Independent Intelligence Producer and NIE Coordinator</p> <p>Produced Current Intelligence</p> <p>Ended Dependence on Departments for Data--Developed Own Overt Collection Effort from Open Sources:</p> <p>Domestic Contact Service</p>  <p>Foreign Documents and Publication</p>	STATSPEC

DATE

CENTRAL INTELLIGENCE AGENCY (Established by NATIONAL SECURITY ACT 1947)

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947	GENERAL & COORDINATION	CLANDESTINE COLLECTION & COVERT ACTION	INTELLIGENCE PRODUCTION	SCIENTIFIC & TECHNICAL
	<p>CIA Responsibility Unspecified to Avoid Conflict with Departments:</p> <p>Report to NSC on Foreign Trends and Threats</p> <p>Recommendations to NSC re Coord. of Intel. Activities</p> <p>Correlate, Evaluate, and Disseminate Intel.</p> <p>DCI Authority to Terminate Employees without Recourse to CSC Rules</p> <p>Intelligence Advisory Committee (IAC) Established to Coord. Intel. Requirements:</p> <p>DCI (Chmn.), State, Army, Navy, Air, JCS, and AEC Members</p>		<p>Intended Departmental Functions:</p> <p>For Map and Geographic Intel.</p> <p>For Bulk of National Intelligence Surveys (NISCs)--some NISCs Retained by Departments</p>	
947 953	<p>June 1948, Office of Policy Coordination (OPC) Established:</p> <p>Budget and Manpower Allocated Through CIA</p> <p>Secretary of State Principal Official:</p> <p>Appoints & Directs, Director/OPC with Secretary of Defense Provides Policy Guidance</p>		<p>ORE Scientific Branch Reestablished as Office of Scientific Intelligence (OSI)</p>	

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1948-1953	GENERAL & COORDINATION	CLANDESTINE COLLECTION & COVERT ACTION	INTELLIGENCE PRODUCTION	SCIENTIFIC & TECHNICAL
STATINTL	<p>October 1950, General Walter Bedell Smith Named DCI and Tightened Reins over Intel. Community:</p> <p>Declared DCI as the Senior Member of IAC--Would Assume some Admin. Control over Departmental Intelligence</p> <p>1950, Took over Control of OPC and OSO:</p>	<p>[REDACTED]</p> <p>Number of Projects an Individual Initiated Became Measure of Success. Led to Waste and Inefficiency in Clandestine Ops--Influence still Apparent in DDO.</p> <p>Overemphasis on Operations</p>	<p>ORE Becoming Service Organization Giving Marginal Attention to National Estimates</p> <p>Less Emphasis on Predictive Intel.--of 11 Regular Publications only one Focused on National Intel.</p> <p>Estimated that only 10% of ORE Products met purpose for which CIG/CIA Created</p>	
STATINTL	<p>[REDACTED]</p> <p>Competing with OSO's Clandestine Ops</p>	<p>1952 - Nearly 75% CIA Budget for Clandestine Collection and Covert Action</p> <p>1952 - Nearly 60% CIA Personnel were in DDP</p>	<p>Responded to Requests from all Agencies on all Subjects, but DCI had no Authority to Coordinate</p>	
STATINTL	[REDACTED]	<p>Operations for Sake of Operations led to Neglect of Collection Efforts</p>	<p>January 1952, Deputy Director for Intelligence Replaced ORE and Established Following Components for Intelligence Production and Overt Collection:</p>	
STATINTL	<p>[REDACTED]</p> <p>December 1950, Deputy Director for Administration Established</p> <p>December 1950, Deputy Director for Operations Established--Name Changed 4 Jan. 1951 to Deputy Director for Plans (change to avoid confusion because existing & continuing unit within new Directorate already identified as Office of Operations.)</p>	<p>[REDACTED]</p>	<p>Office of National Estimates (ONE)</p> <p>Office of Research & Reports (ORR)--economic and geographic intelligence, including photo intelligence</p> <p>Office of Scientific Intelligence (OSI)--basic science research</p> <p>Office of Current Intelligence (OCI)</p> <p>Office of Operations--overt collection, including HUMINT</p> <p>Office of Collection & Dissemination (OCD)--dissemination and storage of unevaluated</p>	

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948-53 (con't)	GENERAL & COORDINATION	Approved For Release 2001/11/08 : CIA-RDP85B00236R000200160001-5 CLANDESTINE COLLECTION & COVERT ACTION	Approved For Release 2001/11/08 : CIA-RDP85B00236R000200160001-5 INTELLIGENCE PRODUCTION	SCIENTIFIC & TECHNICAL
	<p>August 1952, Merger of OSO and OPC within the DDP Completed</p> <p>February 1953, Allen Dulles becomes DCI - CIA Structure and Scale Approximate Today's CIA in Personnel Complement DDP (now DDO), DDI (now NFAC) and DDA Formed and Operating- (S&T activities then in both DDP and DDI areas.)</p> <p>Policymakers Supported Anti-Communist Position and Actions by CIA</p> <p>National Security Act Amended to Prevent both DCI and DDCI Positions being held Simultaneously by Military Officers</p>		<p>Quality of Intelligence Production began to Improve</p> <p>[REDACTED]</p>	<p>25X1C</p>
954-961 STATINTL	<p>Dulles Neglected IC Mgt/Coord</p> <p>1954: Hoover Commission Recommended that Dulles Coord IC and appt. a Dep. for CIA. Instead Dulles appointed Dep. for IC.</p> <p>1956: President's Board of Consultants on Foreign Intel. Activities (PBCFIA) Establ.-- No Authority over DCI or IC</p> <p>1958: United States Intel. Board (USIB) Establ.--Combined IAC & USCIB-Com Intel Bd). Lacked Authority--Dependent on Departmental Willingness to Accept Community Tasks.</p>	<p>[REDACTED]</p> <p>CA and Clandestine Coll. Regarded as Agency's Primary Mission:</p> <p>[REDACTED]</p> <p>Compartmentation Limited Contacts with DDI & Restrict-</p>	<p>Major Advances in Strategic Assessment</p> <p>Major Voice in Assessment of Soviet Bloc Economic (inc. military-economic) development. Successfully Rebutted Challenges from Military Intel and State/INR</p> <p>NIEs had little or no Impact on U.S. Policy</p> <p>Continuing S&T Responsibility in OSI</p> <p>Continuing Difficulties re Access to DDP Data, 1961 National Photographic Interpretation Center (NPIC)</p>	<p>STATINTL</p> <p>1955: CIA Scientific Advisory Board Establ.-- [REDACTED] Chmn</p> <p>U-2 Operational</p> <p>1960: U-2 Sot Down over USSR</p> <p>STATINTL</p> <p>[REDACTED]</p> <p>STATINTL</p>

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CENTRAL INTELLIGENCE AGENCY (Continued)

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1954-61 (Cont)	GENERAL & COORDINATION	CLANDESTINE COLLECTION & COVERT ACTION	INTELLIGENCE PRODUCTION	SCIENTIFIC & TECHNICAL
STATINTL	1958 (Continued) Did Improve Collection Tasking Efforts Through Sub-comm. Structure.	CA and Clandestine Coll. Regarded as Agency's Primary Mission: (Continued) [REDACTED]		
)	1959: Heavy Cost to Services for Tech. Collection Forced Coop with CIA on HUMINT	Special Administrative Unit to Service DDP Activities Estab- lished in the Dep. Directorate for Support (formerly the DDA) --Special Support Assistant-- Deputy Directorate for Plans (SSA-DDP)		
STATINTL	1961: John McCone becomes DCI (Nov. 61)--New Agency Headquarters Bldg Opened	1961: Condemned for role in Bay of Pigs		
)		Administration Responsibility & Funding for Various S&T Activities:		
STATINTL		Development Projects Div (DPD) [REDACTED]		
STATINTL		Technical Services Div (TSD)- R&D to Support Clandestine Activities		
		O/ELINT--[REDACTED]		

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DATE	GENERAL & COORDINATION	CLANDESTINE COLLECTION & COVERT ACTION	INTELLIGENCE PRODUCTION	SCIENTIFIC & TECHNICAL
1962-1970	<p>1965: William F. Raborn becomes DCI (April)</p> <p>1966: Richard M. Helms becomes DCI (June)</p> <p>1970: First Generation of CIA Employees begin to Retire</p>	<p>1963: CA Authorization Process Formalized but Responsibility left Vague--\$25,000 Required Approval</p> <p>By 1967, Paramilitary Ops Surpass Psych & Political Action in Importance</p>	<p>1962: Agency Analysis Played Key Role during Cuban Missile Crisis--Support from McNamara Solidified Agency Reputation for Strategic Analysis of Soviet Threat</p> <p>1965: [REDACTED]</p> <p>DOD-DCI Agreement Recognizing CIA's Work on Mil-Econ Intel. (Vance-McCone)</p> <p>1967: Increased Demand for Econ. Intel [REDACTED] & for Assessments of Soviet Bloc Military Programs. Led to Establishment of Two New Offices in DDI in July 1967:</p> <p>Office of Economic Research (OER) Office of Strategic Research (OSR)</p>	<p>1962: Deputy Directorate of Research Establ. but other Directorates Refused to give up their S&T Functions</p> <p>1963: Deputy Directorate for Science and Technology Established</p> <p>Competitive Pay Scale to Attract Top Professionals</p> <p>All R&D done through Contracts--Assured Access to Most Advanced Tech Systems Nationwide</p>
1971-1975	<p>Period of Transition and Abrupt Change</p> <p>Kissinger, rather than President, Maintained Contact with DCI; in Effect Served as Senior Intel. Adviser</p> <p>NSC became Intel & Policy Staff, doing own Intel Analysis. Proximity to Policymakers permitted NSC Analysis to be more Timely & Useful than Comparable CIA Analysis</p>	<p>Continued Decline of CA Ops</p> <p>1973: "Schlesinger Slash" Reduced Agency Personnel by 7%--most from DDP</p> <p>SEA Paramilitary Program Dissolved</p> <p>1973 Colby:</p> <p>Transferred OTS to DDS&T</p> <p>Instituted to Alter DDO Admin</p>	<p>Under Colby:</p> <p>ONE Abolished and Replaced by National Intelligence Officers (NIO's)</p> <p>Key Intelligence Questions (KIQ) Proposed as Means to Improve Quality & Utility of National Estimates</p> <p>Office of Political Research (OPR) Established</p>	<p>1973: Office of Technical Services (OTS) Transferred from DDO to DDS&T</p> <p>NPIC Transferred from DDI to DDS&T</p>

DATE

1971-75
(cont)

GENERAL & COORDINATION

CLANDESTINE COLLECTION & COVERT ACTION

INTELLIGENCE PRODUCTION

SCIENTIFIC & TECHNICAL

1971: Intelligence Resources Advisory Committee (IRAC) Established to Advise DCI on Consolidated Intel Budget. Failed because DCI Lacked Budget Authority

1972: Helms Established Intelligence Community Staff (IC). Staff was Composed only of CIA, therefore Success was Limited

1973: James R. Schlesinger became DCI (Feb)

1973: William E. Colby Succeeds Schlesinger (Sept)

June 1975: Rockefeller Commission Report Recommended, among others, the Following:

Explicit Limitation of CIA Activity to Foreign Intel.
Oversight Role Pres. Foreign Intel. Advisory Board
Stressed need for Admin & Mgt. Skills for DCI
Need for Two DDCI's--One Admin; One Military
Agency Responsibility to Resist Directions to Perform Internal Security
Creation of Single, High-level Channel for all Requests to CIA from White House

June 1975: Murphy Commission Report on Conduct of Foreign Policy Referred to Intel.:
Stressed Need for DCI to have Direct Access to President